



CITY OF MEMPHIS
DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT

EMERGENCY SOLUTIONS GRANT

PROGRAM APPLICATION

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Date Submitted By: November 18, 2016 4:00 p.m.

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SECTION I

EMERGENCY SOLUTIONS GRANTS PROGRAM DESCRIPTION AND INFORMATION

INTRODUCTION

The City's Emergency Solutions Grants Program seeks to improve the quality of life of homeless citizens living in Memphis and to fund activities intended to help homeless families move toward independent living and to prevent homelessness. The City's Program is funded with Federal Emergency Solutions Grants Program (ESG) funds awarded to the City by the U.S. Department of Housing and Urban Development (HUD). Consequently, all projects must comply with applicable ESG regulations as well as City requirements.

The City will award the funds to qualified nonprofit organizations to carry out ESG-eligible activities identified as priorities in the City's FY2017-2019 Consolidated Plan and Homeless Needs Assessment. The projects may include renovation and operation of emergency and transitional shelters and provision of a wide range of services including homeless prevention activities and supportive services for homeless persons in Memphis.

Emergency Solutions Grants-funded projects must meet a number of criteria. The following are explained in greater detail in the following pages of this packet.

1. The proposal should fund an activity that has been identified as a priority in the City's FY 2017-2019 Consolidated Plan or an activity that will create a gap in services if not funded.
2. The proposed activities must meet one of the ESG objectives and be per the list found below.
3. The eligible activities must serve only homeless persons or, in the case of homeless prevention activities, persons at risk of becoming homeless.
4. The agency must meet specific criteria to be eligible for funding.
5. The agency must provide dollar for dollar matching funds or in-kind services.
6. The costs must appear to be necessary and reasonable.
7. The activity must comply with the environmental clearance procedures and other requirements established in Federal regulations.

“READ THE FOLLOWING INSTRUCTIONS CAREFULLY BEFORE PREPARING YOUR APPLICATION.”

FUNDING PRIORITIES

Proposals are being solicited to fund projects that have been identified as priorities through the City's FY2017-2019 Consolidated Plan. These priorities are determined annually for homeless persons and families in Memphis and include services for families and individuals. A summary of the priorities from Memphis' FY 2017-2019 Consolidated Plan including the Homeless Needs Assessment and Objectives is found in **Appendix A**. Proposals requesting on-going funding for existing effective programs that address a

priority will be given funding although they are not listed among the Objectives for the Homeless in the Consolidated Plan.

ESG OBJECTIVES

The Emergency Solutions Grant Program recognizes and addresses the needs of the homeless for emergency and transitional shelter and related social services designed to address the conditions contributing to individuals' homelessness as well as for activities that help prevent homelessness. The program is designed to address the following objectives:

1. To improve the quality and capacity of emergency and transitional shelters for the homeless by renovating existing shelters, by renovating buildings to make available additional shelters, and by converting buildings for use as a shelter.
2. To help ensure adequate operating funds for existing emergency and transitional shelters as well as for new shelters.
3. To help provide certain essential social services to homeless individuals so that these persons have access not only to safe and sanitary shelter, but also to the kinds of assistance they need to improve their situations.
4. To help restrict the increase of homelessness through the funding of preventive programs and activities.

ELIGIBLE ACTIVITIES

There are four types of eligible activities. Limits are placed on the amount of funds that can be used for Street Outreach, and Emergency Shelter which can not exceed 60% of the fiscal year's total ESG grant award. These are described below.

1. **STREET OUTREACH:** Essential services to eligible participants provided on the street or in parks, abandoned buildings, bus stations, campgrounds, and in other such settings where unsheltered persons are staying. Staff salaries related to carrying out street outreach activities are also eligible.

- a. **Eligible Cost –**

- i. Engagement – Activities to locate, identify, and build relationships with unsheltered homeless people for the purpose of providing immediate support, intervention, and connections with homeless assistance programs. (Eligible Costs include: initial assessment of needs and eligibility; providing crisis counseling; addressing urgent physical needs; actively connecting and providing info and referral; cell phone costs of outreach workers).
- ii. Case Management – Assessing housing and service needs, and arranging/coordinating/monitoring the delivery of individualized services. (Eligible Costs include: using the centralized or coordinated assessment system; initial evaluation/verifying and documenting eligibility; counseling; developing / securing / coordinating services; helping obtain Federal, state, and local benefits; monitoring/evaluating participant progress; providing

information and referral to other providers; developing an individualized housing/service plan).

- iii. Emergency Health Services – Outpatient treatment of urgent medical conditions by licensed medical professionals in community-based setting (e.g., streets, parks, and campgrounds) to those eligible participants unwilling or unable to access emergency shelter or an appropriate healthcare facility. (Eligible Costs include: assessing participants' health problems and developing treatment plans; assisting participants to understand their health needs; providing or helping participants obtain appropriate emergency medical treatment; providing medication and follow-up services, Transportation, and Services to Special Populations.
- iv. Emergency Mental Health Services – Outpatient treatment of urgent mental health conditions by licensed professionals in community-based settings (e.g., streets, parks, and campgrounds) to those eligible participants unable or unwilling to access emergency shelter or an appropriate healthcare facility. (Eligible Costs include: crisis interventions; prescription of psychotropic medications; explain the use and management of medications; and combinations of therapeutic approaches to address multiple problems).
- v. Transportation – Travel by outreach workers, social workers, medical professionals or other service providers during the provision of eligible street outreach services. (Eligible Costs include: transporting unsheltered people to emergency shelters or other service facilities; cost of a participant's travel on public transit; mileage allowance for outreach workers to visit participants; purchasing or leasing vehicle for use in conducting outreach activities, including the cost of gas, insurance, taxes and maintenance for the vehicle; and costs of staff to accompany or assist participants to use public transportation).
- vi. Services to Special Populations – Otherwise eligible Essential Services that have been tailored to address the special needs of homeless youth, victim of domestic violence and related crimes/threats, and/or people living with HIV/AIDS who are literally homeless. (Eligible Costs include: engagement; case management; emergency health services; emergency mental health services; and transportation).

2. EMERGENCY SHELTER: Essential services to persons in emergency shelters, renovating buildings to be used as emergency shelters, and operating emergency shelters. Staff costs related to carrying out emergency activities are also eligible.

a. Eligible Costs –

- i. Essential Services – Services provided to individuals and families who are in an emergency shelter. (Services include: case management, child care, education services, employment assistance and job training, outpatient health services, legal services, life skills, mental health services, substance abuse treatment services, transportation, services for special populations).

- ii. **Rehabilitation and Renovation** – Renovating buildings to be used as an emergency shelter for homeless families and individuals. (Eligible costs include: labor, materials, tools, other costs for renovation, including soft costs, major rehabilitation of an emergency shelter, and conversion of a building into an emergency shelter).

Minimum use period:

	Use Requirement	Building Valuation
Major Rehabilitation	10 years*	If rehab costs exceed 75% of the value of the building <u>before rehab</u>
Conversion	10 years*	If rehab costs exceed 75% of the value of the building <u>after rehab</u>
Other Renovation	3 years*	If rehab costs are 75% or less of the value of the building <u>before rehab</u>

***Recorded deed or use restriction required.**

- iii. **Shelter Operations** – Costs to operate and maintain emergency shelters and also provide other emergency lodging when appropriate. (Eligible Costs include: maintenance, rent, security, fuel, insurance, utilities, food, furnishings, equipment, supplies necessary for the operation of the emergency shelter, and hotel or motel voucher for a family or individual. Hotel or motel vouchers are only eligible when no appropriate emergency shelter is available.

3. HOMELESS PREVENTION and RAPID REHOUSING:

- a. **Homeless Prevention** – Individuals and families who are ***at imminent risk, or at risk, of homelessness***, meaning those who qualify under paragraph (2) and (3) of the homeless definition or those who qualify as at risk of homelessness. Individuals and families must have an income at, or below, 30% of AMI. The purpose is to prevent persons from becoming homeless in a shelter or an unsheltered situation, and to help such persons regain stability in their current housing or other permanent housing. **Eligible Participants:** Extremely low income individuals and families (household income below 30% of family AMI at risk of becoming homeless and moving into an emergency shelter or place not meant for human habitation). **Eligible Activities:** Housing Relocation and Stabilization Services, and Short and Medium-Term Rental Assistance.
- b. **Rapid Re-housing** – Individuals and families who are ***literally homeless***, meaning those who qualify under paragraph (1) of the definition of homeless. The purpose is to help homeless persons living on the streets or in an emergency shelter transition as quickly as possible into permanent housing, and to help such persons achieve stability in that housing. **Eligible Participants:** Literally homeless individuals and families (currently living in an emergency shelter or place not meant for human habitation). **Eligible Activities:** Housing Relocation and Stabilization Services, and Short and Medium-Term Rental Assistance.

- i. **NOTE:** Short and medium-term rental assistance and housing relocation and stabilization services. Staff salaries related to carrying out rapid re-housing and homelessness prevention activities are also eligible.

Housing Relocation and Stabilization Services Financial Assistance

Rental Application Fees	Application fee that is charged by the owner to all applicants
Security Deposits	Equal to no more than 2 months' rent
Last Month's Rent	Paid to the owner of housing at the time security deposit and first month's rent are paid
Moving Costs	Moving costs, such as truck rental or hiring a moving company, including certain temporary storage fees
Utility Costs	Standard utility deposit required by the utility company for all customers (i.e., gas, electric, water/sewage)
Utility Payments	Up to 24 months of utility payments per participant, per service (i.e., gas, electric, water/sewage), including up to 6 months of arrearages, per service.

ii. **Housing Relocation and Stabilization Services**

1. Housing Search and Placement
2. Housing Stability Case Management
3. Mediation
4. Legal Services
5. Credit Repair

iii. **Housing Relocation and Stabilization Services – Requirements and Restrictions**

1. Participants must meet with a case manager at least once a month for the duration of assistance, except where funding under VAWA or FVSP prohibits the recipient or sub-recipient from making shelter or housing conditional upon the receipt of services.
2. Participants must be assisted, as needed, in obtaining:
 - a. Appropriate supportive services like medical or mental health treatment or services essential for independent living
 - b. Mainstream benefits like Medicaid, SSI, or TANF

Short and Medium-Term Rental Assistance

<i>Types of Rental Assistance</i>	<i>Length of Assistance</i>
Short-Term Rental Assistance	Up to 3 Months

Medium Term Rental Assistance	4 to 24 Months
Payment of Rental Arrears	One time payment up to 6 months, including an late fees on those arrears
Any Combination of the Three Types of Rental Assistance	Total not to exceed 24 months during any 3-year period, including any payment for last month's rent

- **Tenant Based Rental Assistance** – Program participants select a housing unit in which to live (may be within a specified service area) and receive rental assistance.
- **Project Based Rental Assistance** – recipients or sub-recipients identify permanent housing units that meet ESG requirements and enter into a rental assistance unit assistance agreement with the owner to reserve the unit and subsidize its rent so that eligible program participants have access to the units.

Short and Medium Term Rental Assistance: Requirements and Restrictions –

- **Compliance with FMR limits and Rent Reasonableness**
- **Compliance with Minimum Habitability Standards**
- **Rental Assistance Agreement and Lease Standards:**
 - The rental assistance agreement must set forth the terms under which rental assistance will be provided.
 - Each participant receiving rental assistance must have a legally binding, written lease (between the owner and participant) for the rental unit, unless the assistance is solely for rental arrears.
 - Project-based rental assistance leases must have an initial term of one year.
- **Cannot be used with other subsidies**
 - No rental assistance can be provided to households receiving rental assistance from another public source for the same time period (except 6 months of arrears).
 - Rental assistance may not be provided to participants who are currently receiving replacement housing payments under the URA (Uniform Relocation Assistance).

Example: Persons living in public housing units, using housing choice vouchers or residing in project based assisted units **can not** receive monthly rental assistance under ESG.

- **Late Payments**

- The rental assistance agreement must contain the same payment due date, grace period, and late payment penalty requirements as the program participant's lease.

- The recipient or sub-recipient is solely responsible for paying (with non-ESG funds) late payment penalties that it incurs.

Housing Relocation and Stabilization Services and Short and Medium-Term Rental Assistance – Requirements and Restrictions:

- **Maximum Period of Use** – the **total period** for which any program participant may receive the services must not exceed **24 months during any 3-year period**.
- **Discretion to set cap** – The recipient may also set a **maximum dollar amount** and maximum period for which a program participant may receive any of the types of assistance or services described within the regulatory maximums.

4. HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

- The HEARTH Act makes HMIS participation a statutory requirement for ESG recipients and sub-recipients.
- Victim service providers cannot, and Legal Services Organizations may choose to not, participate in HMIS. Providers that do not participate in HMIS must use a comparable database that produces unduplicated, aggregate reports instead.
- **Eligible Costs Include:** Hardware, Equipment and Software Costs; Staffing: Paying salaries for operating HMIS; and Training & Overhead.
- **General Restriction:** Activities funded under this component must comply with HUD's standards on participation, data collection and reporting under a local HMIS.

ELIGIBLE CLIENTS / DEFINITION OF HOMELESS

An agency using ESG funds must serve only homeless clients and clients that are at risk of being homeless that meet the following definition.

Homeless means:

1. An individual or family which lacks a fixed, regular, and adequate nighttime residence meaning:
 - a. An individual or family that has a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;
 - b. An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by Federal, State, or local government programs for low-income individuals); or
 - c. An individual who is exiting an institution where he or she resided for **90 days or less** and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;

2. An individual or family who will imminently lose their primary nighttime residence, provided that:
 - a. The primary nighttime residence will be lost within **fourteen (14)** days of the date of application for homeless assistance;
 - b. No subsequent residence has been identified; and
 - c. The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing;
3. Unaccompanied youth under **25 years of age**, or families with children and youth, who do not otherwise qualify as homeless under the definition, but who:
 - a. An individual or family who meets the homeless definition under another federal statute;
 - b. Have not had a lease, ownership interest, or occupancy agreement in permanent housing at any time during the 60 days immediately preceding the date of application for homeless assistance;
 - c. Have experienced persistent instability as measured by two moves or more during the 60-day period immediately preceding the date of applying for homeless assistance; and
 - d. Can be expected to continue in such status for an extended period of time because of: chronic disabilities; chronic physical health or mental health conditions; substance addiction; histories of domestic violence or childhood abuse (including neglect); the presence of a child or youth with a disability; or two or more barriers to employment, which includes the lack of a high school degree or General Education Development (GED), illiteracy, low English proficiency, a history of incarceration or detention for criminal activity, and a history of unstable employment; and
4. Any individual or family who:
 - a. Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence;
 - b. Has no other residence; and
 - c. Lacks the resources or support networks, e.g., family, friends, and faith-based or other social networks, to obtain other permanent housing.

ELIGIBLE CLIENTS / DEFINITION OF AT RISK OF HOMELESSNESS

1. Individuals/families who:
 - a. Have annual incomes below 30% AMI; and
 - b. Do not have sufficient resources or support networks immediately available to prevent literal homelessness; and
 - c. Meet at least one of the following seven (7) conditions:

- i. Moved two or more times due to economic reasons in 60 days prior to application for assistance;
- ii. Living in home of another due to economic hardship;
- iii. Losing housing within 21 days after application date;
- iv. Live in hotel/motel not paid for by charitable organizations or Federal/State/local government programs;
- v. Lives in severely overcrowded unit as defined by the US Census Bureau;
- vi. Exiting publicly funded institution or system of care;
- vii. Living in housing associated with instability and increased risk.
- d. Unaccompanied children/youth who qualify under other Federal statutes:
 - i. Does not include children/youth who qualify under the homeless definition;
 - ii. Does not include parents or guardians;
- e. Children/youth who qualify under the Education for Children and Youth program (McKinney-Vento Act) and the parents or guardians of the child/youth if living with him/her.

An agency will be required to document the homelessness of project participants to demonstrate that the project is eligible. Guidelines you should keep in mind are found in Appendix B, Participant Eligibility Guidelines.

Agencies using ESG funds for a homeless prevention activity must document that clients are in danger of becoming homeless without the ESG-funded assistance.

REQUIRED MATCHING FUNDS

Agencies must match ESG funds dollar for dollar. Either cash and/or noncash contributions, which may include donated buildings, materials, and volunteer hours. Records must be kept to support the volunteer time provided.

CONSTRUCTION OR REHABILITATION PROJECT REQUIREMENTS

All projects that request funds for rehabilitation or conversion of a building must comply with the following requirements.

1. **Proof of Site Control.**
Proof of site control in the form of a deed, purchase contract or an option should be submitted if improvements are to be made to a building owned by or to be purchased by the applicant. The expiration date of the contract or option must be included. Applications that propose improvements to a leased facility must include a copy of a long-term lease.
2. **Site Information, present zoning and adjoining land uses.**
Site information must include a complete legal description of the property. The present zoning of the property must be indicated as well as any required re-zoning or special use permits required for the proposed use. The adjoining land uses must also be described.

3. **Construction Estimates.**
The proposed construction costs should be based on estimates made by a contractor, engineer, or architect familiar with the project. The City will review these for feasibility.
4. **Design of Improvements.**
Shelter improvements must be designed by a licensed architect who will also play an integral part in the public bidding of the project, ensure compliance with all applicable codes and zoning ordinances (including handicapped accessibility), and oversee construction and verify draw requests.
5. **Competitive Selection of Architects, Engineers and Construction Contractors.**
All ESG-funded contracts for architectural and engineering services and construction must be awarded in a competitive manner. Methods of bidding and contract award may vary with the approval of the City.
6. **Treatment of Existing Lead-Based Paint and Asbestos.**
Elimination or encapsulation of lead-based paint and asbestos in a shelter may be required under certain conditions. Construction estimates should include these costs. Additionally, costs should include a survey of existing lead-based paint and asbestos to be performed prior to construction by qualified entities.
7. **Displacement of Residents or Businesses.**
No projects will be funded that result in the displacement of individuals, families or businesses from the site proposed for a shelter.
8. **Compliance with Federal Historic Preservation guidelines.**
If the building to be rehabilitated is a historically significant structure, the construction work must be undertaken in compliance with Federal Preservation guidelines as interpreted by Memphis Heritage and the State Historic Preservation Office. This may require use of specific materials that should be considered in the construction budget.
9. **Compliance with Local Codes and State laws.**
Any shelter renovated or operated with ESG funds must meet all applicable local government codes. These include but are not limited to use and occupancy, zoning, fire and safety, as well as health and sanitation standards. Estimated costs of complying with codes should be included in construction costs. Construction permits are required for renovation. If the shelter requires licensing under local or State law, the agency must obtain and keep proper licensure to receive ESG funds. No exceptions are made.
10. **Insurance and Bonding Requirements for Construction.**
Bidders and Contractors will be required to meet bonding requirements established by HUD.
11. **Davis-Bacon Wage Rates.**
Davis-Bacon Wage Rates do **not** apply to ESG-funded construction.

REQUIREMENTS FOR NON-CONSTRUCTION PROJECTS

The following requirements apply to all non-construction projects.

1. **Use Requirements.** ESG-funded services also carry use-related requirements. If emergency solutions grant funds are used for the provision of emergency shelter or street outreach at a particular site, the building must be maintained as a shelter or service site for the homeless for the contract period. A substitute site or shelter may be used during this period as long as the same general population is served and City approval has been obtained.
2. **Compliance with Local Codes and State Laws.** ESG-funded shelters must comply with local codes and applicable State laws.

OTHER REQUIREMENTS AFFECTING ALL PROJECTS

The following requirements apply to construction and non-construction projects.

1. **Disbursement of Funds** – Grant funds are not awarded in one lump sum. They are paid on a monthly basis to agencies on a reimbursement basis for eligible costs incurred. Agencies awarded ESG funds for operating / maintenance, essential services and homeless prevention activities are expected to have adequate cash flow to pay project costs and then request reimbursement from the City. However, funds for construction or rehabilitation will be paid when costs have been incurred. These construction-related payments are not reimbursements and an agency is not expected to have adequate cash flow to pay for construction costs. No funds will be used to reimburse costs incurred before the beginning of the grant cycle on July 1st or before the award of the grant, environmental clearance of the project by the City, and execution of the contract between the City and the applicant agency.
2. **Federal Administrative Requirements** – Agencies must comply with Federal administrative requirements. All agencies awarded ESG grants will be required to comply with a variety of requirements governing their use of Federal funds. These include but are not limited to:
 - * Standards for Financial Management (OMB Circular A-110)
 - * Cost Principles and Allowable Costs (OMB Circular A-122)
 - * Federal Audit Standards (OMB Circular A-133)
 - * Conflict of Interest (OMB Circular A-110 and 24 CFR 576.79)
 - * Procurement Principles (OMB Circular A-110)

Additionally, agencies awarded ESG funds will be required to open their books to a representative of the Internal Audit Department of the City to evaluate their financial management systems. City staff will monitor each program to ensure compliance with the terms of the funding agreement between the City and the agency. This will include monitoring records kept by the applicant to demonstrate the eligibility of clients, the services provided, and other required information.

3. **Allocation of Costs** – Costs funded by several sources must be allocated appropriately. When an agency receives funding from several sources for the same activity or project, the costs must be allocated among the sources in an acceptable manner. The City must approve the allocation plan.
4. **Liability insurance is required for the Emergency Solutions Grant.** All agencies awarded grants will be required to obtain the following liability coverages:

- General liability insurance in the amount of One Million Dollars (\$1,000,000.00)
- Automobile liability insurance in the amount of One Million Dollars (\$1,000,000.00).
- Worker's Compensation insurance for agencies with five (5) or more employees.

“The City of Memphis must be named as the additional insured.” The cost of the insurance may be included in the project budget.

5. **Handicapped Accessibility** – All projects must be accessible to persons with disabilities. Programs, information, participation, communications and services must be accessible to persons with disabilities. Agencies must comply with Section 504 of the Rehabilitation Act of 1974 and Americans with Disabilities Act (ADA).
6. **Nondiscrimination** – All agencies must ensure nondiscrimination. This applies to employment and contracting as well as to marketing and selection of program participants. Discrimination is not allowed on grounds of race, color, national origin, religion, sex, age, or disability. Fair Housing laws prohibit discrimination based on the above and on familial status. Disability includes persons living with AIDS.
7. **Formal Termination Policy** – Agencies awarded funds must develop a formal Termination policy that clearly describes a process by which clients' services may be terminated if program requirements are violated. The process must recognize individual rights and allow termination in only the most severe cases. Termination process for rental assistance or housing relocation and stabilization services must include: written notice to the program participant, with clear statement of reasons for termination; review of decision to terminate, with opportunity for the program participant to present written or oral objections to third party; prompt written notice to the program participant of final decision.
8. **Supportive Assistance** – Agencies awarded funds must assure that homeless individuals and families are given assistance in obtaining appropriate supportive services including permanent housing, mental health treatment, medical health treatment, counseling, case management, supervision, and other services essential for achieving independent living. Additionally, agencies must assure that the homeless are assisted in obtaining other Federal, State, local and private assistance available for such persons. This will include individually assisting clients to identify, apply for and obtain benefits under each of the following mainstream health and social services program for which they are eligible: TANF, Medicaid, SCHIP, SSI, Food Stamps, Workforce Investment Act, and Veterans Health Care Programs.
9. **Confidentiality** – Agencies must comply with confidentiality requirements pertaining to the records and locations of programs providing family violence prevention or treatment services.
10. **Other Federal Regulations** – Agencies awarded funds must agree to comply with all applicable Federal regulations. All agencies awarded funding will be required

- to comply with the regulations listed in the SCIF application Exhibit III: Application Certifications. Please review this carefully. Exceptions are not made.
11. **Membership in Community Alliance for the Homeless** – Each agency awarded ESG funds is **required** to be a member of the Community Alliance for the Homeless and to participate in service provider meetings.
 12. **Participation in HMIS** – Each agency awarded ESG funds will be required to regularly submit information to Community Alliance for the Homeless for their homeless management information system. The City's intention is to strengthen participation in this database so it can become a more accurate and useful tool in planning and administering programs for the homeless.
 13. **There is not a maximum amount of grant funds an agency can request.** The City reserves the right to award less than the amount of funds requested.
 14. Your Agency Revenues & Expenses Budget II (A), which is included in the Agency Profile application, Program Budget – A and Program Budget – B Justification, which is included in this program application, must be completed using the format presented. **Applications that do not contain all three budgets will be rejected. Applications with incomplete budget forms will be penalized.**

SUBMISSION INFORMATION

Housing & Community Development
701 N. Main Street
November 18, 2016
No later than 4:00 p.m.

“One original and two (2) copies of the ESG program application”
The applications are located on the City of Memphis website
(www.memphistn.gov) under the Division of Housing & Community
Development's web page.

SECTION II

APPLICATION SELECTION PROCESS

THRESHOLD REQUIREMENTS

"NO APPLICATION FOR ESG FUNDS WILL BE ACCEPTED WITHOUT THE SCIF GENERAL APPLICATION AGENCY PROFILE."

All proposals submitted by the deadline will be reviewed by Homeless and Special Needs Department staff for technical completeness and adherence to the format required in SCIF Exhibits I, II(A), and III(A) and in this ESG Program Application Packet. The City may request information to correct technical deficiencies. However, if such information is not submitted within the time provided, the application will be rejected. The applicant will be informed of the rejection by letter. Applications submitted after the deadline will be rejected, also.

Technically complete applications will be reviewed by City staff to determine applicant eligibility and project eligibility.

1. Applicant Eligibility - Applicant eligibility is determined based to a large extent on the SCIF General Application. Staff will review **Exhibits I, II (A), and III (A)** along with required documents listed in the Matrix of Required Documents found in Exhibit I of the SCIF General Application to determine that the agency is eligible for ESG funding. If the City determines these standards are not met, the project will be rejected and the applicant agency notified by letter. If the applicant is found to be eligible, the application will be reviewed for project eligibility.
2. Project Eligibility - Staff will review the ESG Program Application to determine that the proposed activities are eligible for ESG funding. This will include ensuring that all proposed ESG-funded activities are eligible, that they do not exceed any limitations, and that they propose to serve only eligible program participants. If any of the activities or participants are not eligible, the application will be rejected and the applicant agency notified by letter. If the activities are found to be eligible, the application will be submitted to the review committee for consideration.

GRANT REVIEW AND SELECTION PROCESS

To review and rank applications, the City will appoint a Grant Review Committee including persons not employed by the City to obtain certain expertise and outside points of view. These individuals may include representatives from other funding sources within Memphis and from programs that work with agencies that serve the homeless or help prevent homelessness. The City will not appoint individuals that have assisted or plan to assist applicants with preparing applications for these funds. Nor will it appoint individuals that are employed by agencies that submit an application for the ESG funds.

Committee members will review eligible applications and will determine the steps in the review process with regard to making on-site visits to agencies or inviting agency

representatives to attend a Review Committee meeting to answer questions about their applications. The City will make available to committee members all monitoring information related to grants previously awarded to the applicant.

RATING AND RANKING

Committee members will rate and rank all eligible applications. The points awarded for the rating factors total 100. The factors for rating and ranking applicants are listed below and in **Appendix C**. Each applicant should carefully read the factors for rating and ranking applications described below.

Applicant capacity. Up to 20 points will be awarded based on the extent to which the application demonstrates the capacity of the applicant agency. The application must demonstrate that the agency staff has adequate credentials and experience to carry out the proposed project. This means that in addition to knowledge of and experience in serving the homelessness in general, the organization carrying out the project, its employees, or its partners, must have the necessary experience and qualifications to carry out the specific activities proposed. Factors to be considered will include: prior agency experience and results in the type of work being proposed; suitable agency fiscal capacity and organizational infrastructure to implement the project; and employee experience and credentials in the area to be implemented. The City's monitoring records of previously funded projects will also be included in determining applicant capacity.

Project quality. Up to 20 points will be awarded based on the extent to which the application demonstrates the quality of the project. The housing and services proposed must be appropriate to the needs of the persons to be served. The application must demonstrate a clear understanding of the needs of the clients, the services to be offered, and the effectiveness of the services in meeting those client's needs. The City may consider a project to be of poor quality if:

1. The type and scale of the housing and services proposed clearly do not fit the needs of the proposed participants (e.g., the application proposes to house homeless families with children in the same space as homeless persons with mental illness or alcohol and drug problems or proposes to separate members of the same family without an acceptable rationale.)
2. The application does not show how the project will help participants to access permanent housing, achieve self-sufficiency and make progress toward living independently.
3. The project is not cost-effective in the Committee's opinion and all costs are not reasonable, but deviate substantially from the norm in Memphis;
4. The application shows no evidence of collaboration with other existing programs and services for the homeless;
5. The shelter proposed does not meet City code, health or safety standards;
6. The Shelter does not participate in Community Alliance's HMIS database, and/or is not a member of Community Alliance for the Homeless.
7. The application does not describe how the agency will assist clients enroll in mainstream programs for which they are eligible.

Need for Project. Up to 30 points may be awarded based on the extent to which the application demonstrates the need for the project. It must describe the need for the specific project vis-à-vis existing services. The project may be judged to adequately describe the need for the project if it addresses the following points:

1. The need for the project is documented by use of waiting lists, references to similar programs, etc.
2. The project is consistent with the priorities described in the City's 2017-2019 Consolidated Plan;
3. The project does not duplicate existing programs and services.

Operational Feasibility. Up to 30 points may be awarded based on the extent to which the application demonstrates the feasibility of the project. The application must include:

1. Clear and complete plans for implementing the project;
2. Adequate committed funding to implement the project;
3. An adequate strategy for securing additional support and commitment;
4. Indicators that demonstrate that the project is ready to be implemented;
5. The availability of dollar for dollar matching funds for the ESG request.

The scores for each factor will be added in order to obtain a total score for each application. The applications will then be ranked from highest to lowest according to the combined scores. Funding will be awarded to applications according to ranking, beginning with the highest score.

The Director of the Division of Housing and Community Development will review and approve Committee Recommendations.

The City reserves the right to adjust funding amounts.

GRANT AWARD AND IMPLEMENTATION PROCESS

As soon as projects are approved, the City will contact agencies by letter to announce the awards and to begin negotiation of the funding agreements. If agency awards are less than original requests, the agency will be asked to provide a revised scope of services, revised budget and measurable goals for the contract. The City will make its best efforts to complete environmental and other reviews and contract execution so that project funding will be effective July 1, 2017.

PROJECT COMPLETION AND EXPENDITURE OF FUNDS

The City must ensure that all ESG funds awarded through this process are encumbered within 180 days of the date HUD awards the City funds or by December 31, 2017. Additionally, all funds must be expended and contracts closed out before June 30, 2019 according to HUD regulations. Consequently, agencies must request final payment for

these activities by April 1, 2018. The City reserves the right to reallocate ESG funds if a project is not operational and funds are not being spent in a timely manner by April 2018.

CITY CONTACTS TO ANSWER QUESTIONS

Inquiries regarding this grant program should be directed to Timothy Saffold at 576-7310.

SECTION III

**EMERGENCY SOLUTIONS GRANT APPLICATION
PROJECT INFORMATION**

Agency Name: _____
Project Title: _____
Agency Director: _____
Agency Phone Number: _____
Agency Fax Number: _____
Email Address: _____
ESG Amount Requested: _____ Total Project Cost: _____
Amounts and Sources of Matching Funds: _____

Service Site Address(es): _____
Proposed project period: from _____ to _____
(ESG funding will not be available to pay costs incurred before July 1, 2017.)

1. Briefly describe your proposed project and objectives. What services will be provided to the homeless or to prevent homelessness? Briefly describe services and staff including how clients are identified (screening process). How many clients will be served? Where will the services be provided? Over what period of time? Be succinct, please.
2. What needs of the homeless or those at risk of homelessness will your project address? Describe them and refer to priorities found in **Appendix A** and **Agency Profile Application** that your project will address. Is there any duplication of serves? If so, how is your program different from other local providers providing the same or similar services? Include any other information from your organization that directly supports the need for this program including: (a) waiting lists; (b) client demographic information; (c) documentation of unmet needs; (d) an increase in referrals; and (e) evaluation results.

3. What services will be provided to clients to encourage their **self-sufficiency** and their **accessing permanent housing**?
4. What effect will your project have on the needs of your clients? What differences will the services make in the lives of your clients?
5. What subpopulation and service identified in **Appendix A** will be served? Would failure to fund the project create a gap where services currently exist? Is there already a significant unmet need that will be addressed by the project? What is the relative priority of those services?
6. How will you measure your project's success? What benchmarks / stepping stones / measurements will you use to determine whether you have been successful in implementing activities and making changes described above? Describe your tracking and measurement methods.
7. Describe how this project will be coordinated with other agencies that serve the homeless. Include a brief description of your intake and referral process, how you share clients and coordinate services with other agencies.
8. Does your agency comply with the following?
 - Is your agency a member of Community Alliance for the Homeless?
_____Yes_____No
 - Does your agency provide data to Community Alliance for the Homeless for the database on a regular basis?
_____Yes_____No
9. Briefly describe the ESG-eligible activities you are proposing and how the ESG funds will be used in your proposed project. (Please refer to the eligible activities and your project budget found below.)
10. Please indicate the unduplicated number of clients you anticipate will be served from July 1, 2017 to June 30, 2018.
11. What percentage of the clients to be served by this project will be homeless?

12. Describe how you will ensure that your clients meet HUD's definition of homeless found in the Program Description Section.

13. Does your agency plan to repair or renovate a building using ESG funds?
If so, what is the address?

- Does your agency have site control or own the structure to be renovated?
If so, include a copy of documentation demonstrating control of the site.
- Or, does your agency rent the structure to be renovated?
If so, include a copy of the current lease.

PLEASE NOTE: A copy of a recent appraisal of the property must be included if funds for renovation are being requested. We must use the information to calculate the 3 or 10 year use period.

14. If you plan to use ESG funds to renovate or operate a shelter, will it be licensed?

If so, what agency will license it? When? For how long?

15. If you plan to use ESG funds to renovate or operate a shelter, please provide a management/operations plan for a three-year period if you plan repairs or non-substantial rehabilitation. A ten-year plan should be provided if you are requesting funds for substantial rehabilitation (greater than 75% of the value of the property).

If you plan to use ESG funds to operate a shelter, does the shelter meet the following?

Zoning codes? _____ Fire and Safety codes? _____ Health codes?

Section 504 / Handicapped Accessibility requirements? _____

If not, what steps will you take to meet the requirements?

16. If you are requesting funds to under Emergency Shelter or Street Outreach, please provide a management/operation plan for the period of the proposed grant.

17. If you are requesting funds to operate a shelter, do you have a Use and Occupancy Permit?

If so, please provide a copy.

If not, please explain what steps you must take to obtain one.

18. If you are requesting funds to provide Rapid- Re-housing or Homeless Prevention. Please provide a detailed plan of implementation.
19. If you are requesting funds for HMIS. Please describe the eligible costs.
20. List below all staff positions currently employed by your agency that will assist with the implementation of this program that **will not be paid with ESG funds**. Also attach resumes, job descriptions, and salaries as well as other information that demonstrates that the staff has credentials and experience to carry out the jobs.

Name	Job Title	Qualifications/Experience

21. List below staff positions currently employed by your agency that **will be paid with ESG funds**. Also attach resumes, job descriptions, and salaries as well as other information that demonstrates that the staff has credentials and experience to carry out the jobs.

Name	Job Title	Qualifications/Experience

22. List below **new** staff positions that will be **created** to carry out the proposed project.

Attach a copy of job descriptions, employment requirements, and proposed salaries for each new staff position to be funded through this grant.

Job Titles	Qualifications	Proposed Salaries

23. If you receive ESG funds, how do you plan to fund/operate the project after they are spent? What long-range plans do you have for the project? Be specific.

24. If your project does not receive ESG funds, or receives less than you're requesting, are specific activities higher priorities for funding than others? Please list them beginning with the highest priority and associated budget amount.
25. Provide a schedule or timetable for implementing your project. Funds will be available on July 1, 2017.

EMERGENCY SOLUTIONS GRANT / PROJECT BUDGET-A

Agency Name: _____

Project Name: _____

Proposed Funding Period: from _____ to _____

“YOUR APPLICATION WILL BE REJECTED IF YOU DO NOT SUBMIT PROJECT BUDGET – A.”**“Applications with Incomplete Budgets Will Be Penalized”**

Line Items	Total ESG Budget	Total Non-ESG Budget	Total Project Budget
REVENUE			
Agency Fund Raising			
Grants & Contracts			
Fees for Services			
Other Income			
TOTAL REVENUE			
Emergency Shelter			
Renovation			
Operation			
Essential Services			
URA Assistance			
Street Outreach – Essential Svcs.			
Engagement			
Case Management			
Emergency Health Svcs.			
Emergency Mental Health Services			
Transportation			
Services to Special Populations			
HMIS			
Hardware, Equipment, & Software			
Staffing			
Training & Overhead			
Rapid Re-housing			
Housing Relocation & Stabilization Services			
Tenant Based Rental Assistance			
Project Based Rental Assistance			
Homeless Prevention			
Housing Relocation & Stabilization Services			
Tenant Based Rental Assistance			
Project Based Rental Assistance			
V. TOTAL EXPENDITURES			

EMERGENCY SOLUTIONS GRANT

PROJECT BUDGET FOR PERSONNEL

In each funding category, please list the annual salary and the annual cost of taxes / fringes for positions that will be paid in whole or in part with ESG funds. If ESG funds will pay a portion of the salary, please indicate the total amount as well as the ESG and other amounts.

Title	Annual Salary	Annual Taxes	Annual Benefits	Total Salary Costs	ESG Amount	Non-ESG Amount
Totals						

EMERGENCY SOLUTIONS GRANT

PROJECT BUDGET - B JUSTIFICATION

INSTRUCTIONS FOR COMPLETING BUDGET JUSTIFICATION

The Budget Justification is a narrative explanation of the ESG funding requested. Please itemize costs for each category indicated on your Project Budget-A on page 22 as per the following guidelines.

“YOUR APPLICATION WILL BE REJECTED IF THE PROJECT BUDGET – B JUSTIFICATION IS NOT SUBMITTED.”

“Applications with Incomplete Budgets will be Penalized.”

“ELIGIBLE ACTIVITIES”

Emergency Shelter:

Street Outreach:

HMIS:

Rapid Re-Housing:

Homeless Prevention:

APPENDIX A

CITY OF MEMPHIS / CONSOLIDATED PLAN FOR HOUSING AND COMMUNITY DEVELOPMENT

Executive Summary

ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

Introduction

The City of Memphis' Consolidated Plan is a reflection of the city's efforts to collaborate and coordinate the planning for the use of federal entitlement grant funds and to meet the requirements of the U.S. Department of Housing and Urban Development (HUD). The opportunities for receiving input from other local government, community organizations, non-profits and private/business sectors entities are numerous and on-going. As the lead agency responsible for managing the development of the plan, the City of Memphis Division of Housing and Community Development (HCD) administers primarily housing and community development programs and activities. It is through the skills and abilities of other divisions of local government, non-profit agencies, private organizations and developers that many housing programs, homeless programs, public services, and economic development initiatives are provided. HCD's relationship with the Memphis Housing Authority (MHA) has strengthened the City's ability to combine its forces in meeting the housing needs of low and moderate-income citizens.

Throughout FY2017-FY2019, attention will continue to be focused on strategies for neighborhood revitalization in the inner-city. These include planning, identification of new incentives for redevelopment, smart growth, and collaboration.

The primary goal of Memphis' Consolidated Plan is to foster the development of viable urban neighborhoods which include decent housing for everyone, a suitable living environment, and expanded economic opportunities, especially for low and moderate income citizens. Four major groups of activities address this goal:

- Housing
- Homelessness
- Special Needs Populations
- Neighborhood, Community and Economic Development

The Consolidated Plan combines into a single submission a Federal grant application for Community Development Block Grant (CDBG), HOME, Housing Opportunities for Persons with AIDS (HOPWA) and Emergency Solutions Grant (ESG) Programs.

This Consolidated Plan document is comprised of this Executive Summary, the 2017-2019 Three-Year Strategy, and the 2017 Annual Action Plan. It presents a Three-Year

Strategy that describes how current and future funds will be used to address housing and community needs over the next three years. The Annual Action Plan for July 1, 2017 – June 30, 2019, identifies projects that will be or are currently being implemented and describes the use of Federal, State and local housing resources. In the pages to follow, you will find a summary of our current and future plans, priorities, programs, activities and the organizational structure, which will support the plan.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

The goals, objectives, and outcomes can be found under the Strategic Plan section of the plan under goals and priority needs and in section AP-20 - Annual Goals and Objectives.

3. Evaluation of past performance

HCD has performed well in all four of the entitlement programs. Since its creation as City Division, HCD has undertaken a number of affordable housing, public improvements, economic development, section 108 loan guaranty, public services, public facilities, acquisition, interim assistance, demolition, lead hazard reduction, Brownfields, and administration and planning activities using entitlement funding provided through the U.S. Department of Housing and Urban Development.

Under affordable housing, HCD provided down payment assistance to twelve low and moderate income families through HCD. Community Housing Development Organizations (CHDOs) contributed to meeting housing needs through the construction of six rental housing units, the rehabilitation of five rental housing units, and acquisition of three rental housing units. New construction of four rental units was underway at the end of FY2015. The Housing Rehabilitation, Volunteer, and Minor Home repair programs provided assistance to homeowners to preserve and prevent the loss of their properties. A combined total of 56 low- income households were assisted through these programs. Phase III of the Cleaborn Pointe at Heritage Landing HOPE VI project was completed in FY2015, adding 105 units of affordable rental housing. Phase IV of the project, which includes 67 units, was under construction in FY15 and will be completed in FY16.

Under the homeless category, HCD provided Emergency Solutions funding to nine agencies to serve a total of 1970 people. 813 persons were assisted through the HESG Shelter Category, 227 assisted through the HESG Homeless Prevention Category, 241 assisted through street outreach, and 689 assisted through the HESG Rapid Re-Housing Category. CDBG funds were also used for activities that provided services to homeless persons and families, including case management, housing assistance, and other support services. 13,230 persons were assisted through these programs.

In the non-homeless special needs category, 1031 persons were assisted through programs funded with CDBG funds. HOPWA funds were used to provide assistance to 899 persons including 367 persons that were served through short-term rent, mortgage,

and utility assistance to prevent homelessness, 94 persons provided tenant-based rental assistance, 17 persons provided permanent housing units, and 60 persons provided with transitional short term housing. Under non-housing community development, CDBG funds were used to rehab a commercial strip center in Frayser that will provide retail/commercial space to be leased to businesses as well as public service activities that benefited 2053 people. Funds were also expended for the Mid-South Food Bank to provide food to 146 agencies and planning activities including neighborhoods plans and a lending study. City funds were used to create or retain 299 jobs and provided 33 loans to small businesses totaling \$ 8,107,820.00.

4. Summary of citizen participation process and consultation process

The Division of Housing and Community Development (HCD) seeks input on housing and community development needs and programs from a wide variety of social service/advocacy groups, public agencies, and citizens. To facilitate this process, HCD identifies and meets on an ongoing basis with stakeholders, which represent organizations and individuals served by our programs. HCD communicates with stakeholders to provide HCD with information on current issues, needs, priorities and long and short term recommendations on resource allocation and inter-agency coordination. HCD also has a website for its Consolidated Plan and posts information about the planning process, draft documents, and presentations on the City's web-site as well as the public hearing notices.

In meeting with citizens and planning session groups about the Consolidated Plan, HCD provides information on:

- The amount of funding to be received from federal sources
- The types of activities that may be undertaken under various grant programs
- Amount of funding that will benefit low- and very low-income persons
- Plans to minimize displacement of persons or assist those who are displaced

In addition, HCD makes every effort to provide technical assistance to organizations representing low and very low-income populations in developing proposals for funding under any of the programs described in the Consolidated Plan. HCD provides, as required by the Consolidated Plan rules, access to records and reports relating to the plan and to the use of federal funds for the preceding five years.

HCD holds two (2) public hearings: At the first hearing, prior year performance, the Consolidated Planning process, and citizen participation process are presented. The second hearing presents the proposed draft Consolidated Plan and solicits citizen/planning session attendants' comments on the proposed plan. This year, the first public hearing was held January 28, 2016. The second hearing is scheduled for April 7,

2016 and will begin the thirty day comment period on the draft Consolidated Plan Three-Year Strategic Plan and Annual Action Plan.

Public hearings are held at times and locations convenient to potential beneficiaries and accommodations will be made for those with disabilities. All public hearings are publicized at least ten days in advance in the local newspaper of general daily circulation. Information about public hearings was also shared with a local organization whose mission is connecting, collaborating, and advocating for Memphis growing Latino community in the interest of increasing participation in the Consolidated Planning process.

Copies of the draft Consolidated Plan are available for review and comment for a period not less than 30 days before final submission to HUD. HCD advertises that copies of the draft plan are posted on the HCD website and provides the website address, and that they are available for review at the offices of HCD and the main branch of the public library.

Public notices are also published regarding availability of the Consolidated Annual Performance and Evaluation Reports and amendments to the plan.

5. Summary of public comments

HCD held a public hearing on January 28, 2016 to present the FY2015 CAPER and to introduce the planning process for the FY2017-FY2019 Consolidated Plan Three-Year Strategic Plan and Annual Action Plan. Comments from this public hearing are summarized below:

- Questions regarding how to apply for funding for projects. Staff responded with information on the competitive grant process.
- Comment about the need for financial literacy and financial management skills trainings. Need was acknowledged by staff.
- General comments regarding the need for funding comprehensive redevelopment efforts within the inner-city. Staff acknowledged this need and provided information regarding currently funded neighborhood revitalization projects and the impact that having limited resources impacts what is able to be accomplished at one time. Staff committed to share maps of the locations of past investments and planned investments.

6. Summary of comments or views not accepted and the reasons for not accepting them

There were no comments or views that were not accepted.

The Process

PR-05 Lead & Responsible Agencies 24 CFR 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/ Agency
Lead Agency	Memphis	
CDBG Administrator		City of Memphis Housing and Community Development
HOPWA Administrator		City of Memphis Housing and Community Development
HOME Administrator		City of Memphis Housing and Community Development
ESG Administrator		City of Memphis Housing and Community Development
HOPWA- C Administrator		

Table 1- Responsible Agencies

Consolidated Plan Public Contact Information

City of Memphis, Division of Housing and Community Development
 Attn: Planning Department
 701 North Main
 Memphis, TN 38107

Strategic Plan

SP-05 Overview

Strategic Plan Overview

The FY 2017 – 2019 Strategic Plan section of Memphis' Consolidated Plan covers three fiscal years and brings together needs, priorities, objectives and strategies that have been crafted to provide decent housing, a suitable living environment and expanded economic opportunities for low-moderate-income residents. The City of Memphis, through its organizational unit, the Division of Housing and Community Development ("HCD") will use the Consolidated Plan's Three-Year Strategic Plan and each respective Annual Plan, as guides for program and project development and the use of federal entitlements. In each successive Annual Plan after FY 2017, HCD will use the Consolidated Plan's 2017-2019 Three-Year Strategy as a foundation upon which the City can adjust its strategies and add or omit projects/programs to better respond to the housing, neighborhood and homeless needs of the low-moderate income population.

HCD's response to public services and facility needs, especially for populations with special needs, is primarily accomplished through a request for proposal process known as the Community Service Grant application process. The overall competitive process for grant awards is coordinated through the Strategic Community Investment Fund (SCIF). The City's ability to address the many community service needs is limited by a 15% cap placed on the use of CDBG funds for public services. Funding consideration will be given to those projects that propose to improve the quality of life of low and moderate-income citizens through the provision of social services by nonprofit agencies. These citizens include youth, the homeless and special needs populations that include persons with HIV/AIDS, a mental illness, the elderly, chronic substance abusers, persons with developmental and/or physical disabilities, and victims of domestic violence.

The City prioritizes redevelopment and neighborhood revitalization as strategic solutions to combating crime, disinvestment, commercial and residential population declines and overall blight. It is anticipated that neighborhood redevelopment and targeting neighborhoods for physical, social, and economic redevelopment will help to revitalize neighborhoods. There are a number of new strategies and tools for combating blight, including a new land bank authority, Blight Authority of Memphis, Inc. and Neighborhood Preservation, Inc., a receiver of problem properties having long-term challenges that have created obstacles to redevelopment. The City has a new emphasis on planning and will develop neighborhood vision plans in coordination with area CDCs and organizations, which will help align HCD's investment priorities with the neighborhood goals.

The Memphis and Shelby County Homeless Consortium develops the assessment of homeless needs. This process helps in developing the homeless priority needs, objectives and strategies. Projects proposed for ESG funding are determined through the competitive grant application process that reviews requests for funding from

agencies and service providers who provide shelter and implement services that meet the needs of homeless persons.

The housing study, undertaken as part of the development of the Consolidated Plan, provides data related to the housing market and needs assessment. This information, along with consultation from stakeholders helped define the priority needs, goals, and objectives for housing.

SP-60 Homelessness Strategy – 91.215(d)

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

We have operated a central intake and assessment for all families facing homelessness since 2009. It includes a 24/7 phone-based screening, as well as face-to-face intake and assessment during the business day. We have a coordinated entry for single individuals that include the Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT 2.0) and a second-level assessment, the Full-SPDAT. The Hospitality Hub and the H.O.P.E. organizations provide the initial vulnerability screenings using the VI and 9 specially trained outreach workers complete the second-level assessment for those whose score indicates the need for permanent supportive housing. Priority access to permanent supportive housing resources offered by local CoC agencies is given based on the level of vulnerability. Additionally, there are 8 full time outreach professionals. Six are employed by Case Management Inc. through the PATH program. Two other non-profits, HOPE and Outreach Housing and Community, also specialize in street outreach and engagement.

Addressing the emergency and transitional housing needs of homeless persons

While the number of emergency shelter and transitional housing units has grown each year, the availability of free emergency shelter that meets basic standards of care remain a concern for our community. From the Continuum of Care standpoint, Memphis far exceeds the targets for exits to permanent housing. Therefore, our primary goal is to sustain this success by continued training of local providers and by ensuring funding for rapid rehousing continues. In the 2015 CoC Application, one of our CoC grantees converted their transitional housing grant to a new Rapid Rehousing program. Our Action Plan to End Homelessness calls for sustained investment in rapid rehousing and increased permanent housing capacity.

The Memphis VA Medical Center has adopted a plan to end Veteran homelessness within 5 years, which was incorporated into our local Action Plan to End Homelessness. We have a very close collaborative relationship with the VA staff. The VA Medical Director serves on the Mayors' Committee to End Homelessness; they chair the veterans subcommittee, and actively participate in street outreach, Coordinated Entry, and Project Homeless Connect. We coordinate our strategies and funding priorities to align with our mutual goal to end veteran homelessness and to reflect current

capacity/gaps assessments. Many of the veteran service organizations that are funded by the VA are also funded by the CoC or ESG programs, and are therefore subject to the same performance management process. This includes Alpha Omega Veterans Services, CAAP, Catholic Charities, and Barron Heights.

For unaccompanied youth, the two primary providers are Porter Leath and Youth Villages. In the development of the Action Plan to End Homelessness, we convened a focus group of staff from these two programs as well as Department of Childrens Services and developed recommendations on how to improve resources. We have received status reports from both program liaisons who indicated that there has been no significant change in the demand for services. Youth Villages has received a significant private grant to greatly expand resources for youth aging out of foster care and we expect this will have a strong preventive impact on our population of homeless young adults. Also, we have received a grant from the US Department of Health and Human Services to establish 60 units of permanent supportive housing for child welfare involved families. We expect some of these families to be mothers aging out of foster care with their own children. This project is in direct response to goals of the CoC and Action Plan to End Homelessness.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

Pursuant to our Action Plan to End Homelessness, we will reallocate 50% of our transitional housing programs to increase the permanent housing capacity in the community. The Continuum of Care has committed to implementing this by a performance-based process so that the lowest performing programs are reallocated. We have also recently entered into a partnership with the Memphis Housing Authority to create a priority for homeless individuals in the Housing Choice Voucher program and by seeking changes to the housing authority's annual plan that will enhance our permanent housing resources dedicated to addressing homelessness.

Our employment committee continues to seek ideas and strategies to increase employment among our participants. In our gaps analysis, it was the highest scoring item. We will seek to expand our partnership with the local workforce investment network to include grant-funded activities such as transitional jobs. Our homeless union, H.O.P.E. is launching a social entrepreneurship program to make t-shirts and promotional items for other non-profits and through this venture will provide employment and training opportunities for people who are currently homeless. Finally, we will work with our permanent supportive housing providers and our vocational rehabilitation programs on strategies to promote both earned income and volunteer activities that will not impact the participants disability benefits. Our long-range goal is to develop a specific, funded, and dedicated employment program that is available to all participants

in homeless programs in the County. We believe that this is the only way to ensure that the hands-on assistance with job applications and job retention will be successful.

Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs.

In 2013, two CoC grantees converted their Transitional Housing programs to Rapid Rehousing/Permanent Housing programs. We sustain the Central Intake and Homeless Hotline. We have an outstanding track record in assisting participants with accessing mainstream benefits through our SOAR process. Our partnership with the Tennessee Department of Mental Health is a key piece of this strategy, providing funding for a SOAR Coordinator who offers technical assistance and training. The coordinator reviews all applications prior to submission to the Social Security Administration. We will also continue to add to the number of SOAR-trained experts in our continuum. We will seek to improve access to Medicaid by creating a partnership with our hospital-based mainstream benefits experts.

In the last two years, 69 housing units that were operating as transitional housing were converted to permanent supportive housing for vulnerable homeless families with children (those with high scores on research based tools that are predictive of child maltreatment and future/recurring homelessness). This project conversion includes a partnership with the US Dept of Health and Human Services that will provide supportive services outside the continuum. CoC grants funds are used to operate these housing units.

The State Department of Children's Services has a policy on preventing discharge into foster care. We have read the policy and have observed that it is being utilized. Our monthly Emergency Housing Partnership meeting includes our partners in the Department of Children's Services. If issues arise where we identify that youth are exiting to homelessness, we have a designated liaison to whom we would bring our concerns. We have not experienced this problem so far.

Local hospitals have their own discharge policies and staff responsible for discharge planning. We are in regular contact with the social workers of the hospital systems with this responsibility, and their purpose is to avoid readmissions by improving patient stability as they exit care. This is frequently a challenge, but both our office and service provider agencies routinely assist staff at The Med, Baptist, Methodist, and St. Francis, with referrals and linkages whenever possible.

Under the 100,000 Homes Campaign, we have sought permission from each of our unsheltered and vulnerable homeless citizens to share information with medical care and mental health professionals to assist them with housing. As we are aware of these individuals entering a mental health facility, we can and do discuss discharge options with the staff at the facility. While we can't always convince the consumer to accept a

housing placement, we have found improved communication greatly assists with establishing discharge housing and support services plans. We have a local expert who serves as the Housing Facilitator for the State mental health department and he is very effective at addressing any concerns that arise if discharge policies are not being adhered to.

The Memphis and Shelby County Homeless Consortium includes representation from the Shelby County Office of Corrections. The primary reentry program in the community, works to establish discharge plans from the time that individuals are first incarcerated to avoid exits to homelessness. There are several officially sanctioned halfway houses in the community including Harbor House, Karat Place, and WestCore to provide opportunities for those exiting jails and prison to re-establish themselves, seek employment and support services, and avoid homelessness.

NA-40 Homeless Needs Assessment – 91.205(c)

Introduction:

In 2011, the Mayors of the City of Memphis and Shelby County initiated the Action Plan to End Homelessness, a strategic effort to utilize evidence-based practices, realign existing resources, and generate new resources to reduce the number of people who experience homelessness in our community. The plan contains 18 strategies, 16 of which are in active implementation stages at this writing. Since 2012, we have begun to see the results of the plan, as overall homelessness has been reduced 27%. Chronic homelessness is down 69% and family homelessness has been reduced by 25%.

Point In Time Data: Point In Time data is our most reliable benchmark for determining progress in that it is the one time each year that the unsheltered population and programs that do not participate in HMIS are captured.

Memphis and Shelby County volunteers counted 1,525 people who met HUD's definition of literally homeless in January 2015. This is a decrease of 8.9% over the previous year.

In nearly every category, homelessness fell in 2015. There were fewer single individuals, fewer individuals sheltered, fewer unsheltered, and fewer people in families who were literally homeless on January 27th, 2015. Only the number of households with children increased slightly (155 vs. 151, 4 more than in 2014.) There were no families found sleeping unsheltered since 2012.

Annualized Data: Our primary tool for measuring annualized homelessness data is through our Homeless Management Information System, administered by the Community Alliance for the Homeless. The Annual Homeless Assessment Report (AHAR) also shows a decrease in the most recent year, though not as dramatic as the Point In Time data.

Length of Stay: As part of the community's performance benchmarking process, programs are scored by a variety of factors that correspond with the HEARTH Act's emphasis on reducing the number of people who experience homelessness and the length of time they spend homeless. The 2012 performance assessment was the first to score programs based on their length of stay. Average length of stay data is provided in the table below. We expect the length of stay to decrease in future years since it is now a performance and scoring rating factor that can impact program funding.

Homeless Needs Assessment

Population	Estimate the # of persons experiencing homelessness on a given night		Estimate the # experiencing homelessness each year	Estimate the # becoming homeless each year	Estimate the # exiting homelessness each year	Estimate the # of days persons experience homelessness
	Sheltered	Unsheltered				
Persons in Households with Adult(s) and Child(ren)	0	518	1,963	845	763	0
Persons in Households with Only Children	0	0	0	0	0	0
Persons in Households with Only Adults	78	929	4,640	3,199	3,633	0
Chronically Homeless Individuals	21	67	130	141	96	0
Chronically Homeless Families	1	4	0	4	7	0
Veterans	5	221	181	170	190	0
Unaccompanied Child	4	119	64	49	53	0
Persons with HIV	5	7	76	67	25	0

Table 25 - Homeless Needs Assessment**Data Source Comments:**

Indicate if the homeless population is: Has No Rural Homeless

If data is not available for the categories "number of persons becoming and exiting homelessness each year," and "number of days that persons experience homelessness," describe these categories for each homeless population type (including chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth):

Data is available for the category # of persons becoming and exiting homelessness each year which is indicated in the chart above. We do not yet have the ability to provide data across programs for the category # of days that persons experienced homelessness. We will seek assistance from HUD and our HMIS vendor to find an algorithm for extracting that information. This data is currently not available for any of the populations listed in the chart.

Nature and Extent of Homelessness (Optional)

Race:	Sheltered:	Unsheltered (optional)
White	348	23
Black or African American	1,091	53
Asian	0	0
American Indian or Alaska Native	0	0
Pacific Islander	1	2
Ethnicity:	Sheltered:	Unsheltered (optional)
Hispanic	3	2
Not Hispanic	1,444	76

Data Source:

Comments:

Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.

The estimate for the number of families with children in need of housing assistance is 360 households and the estimate for the number of families of veterans in need of housing assistance is 145 households.

Describe the Nature and Extent of Homelessness by Racial and Ethnic Group.

Homeless individuals and families are disproportionately African-American or Black (annually 94% of the homeless population vs. 63% citywide.) The percentage of homeless population made up of veterans is between 14.8%. Memphis has a very small number of Hispanic people who are homeless. Between 10/1/2013 – 09/30/2014 only 2% of the families in emergency shelters and only 1% of families and individuals in transitional housing reported their ethnicity to be Hispanic/Latino.

Describe the Nature and Extent of Unsheltered and Sheltered Homelessness.

Homelessness in Memphis is largely driven by the extremely low incomes of adults, combined with disconnectedness to appropriate systems of support (e.g. ranging from family and friend support to professional supports that promote physical and behavioral health.) On a per capita basis, the rate of homelessness in Memphis is low compared to other cities of our size. We attribute this to the relatively low cost of housing and willingness in the community to double up or provide temporary residence to those who fall on hard times. While homelessness exists throughout Shelby County, it is most often visible in the Downtown and midtown areas of the City with pockets of encampments in at least four other parts of the County. We do not have a rural homeless population due to our jurisdiction being only urban and suburban.

Discussion:

As we have adopted the Action Plan to End Homelessness, we have a greater understanding of matching evidence-based interventions with the population we serve. We are promoting rapid rehousing and permanent housing strategies in order to reduce the length of time people experience homelessness and to reduce the number of people who are homeless. We have adopted assessment tools that help us better target our interventions and provide us with more accurate data on unmet needs. We have developed a coordinated entry system whereby all CoC funded housing is assigned to the most vulnerable people first.

NA-45 Non-Homeless Special Needs Assessment – 91.205 (b,d)**HOPWA**

Current HOPWA formula use:	
Cumulative cases of AIDS reported	6,748
Area incidence of AIDS	256
Number of new cases prior year (3 years of data)	871
Rate per population	19
Rate per population (3 years of data)	22
Current HIV surveillance data:	
Number of Persons living with HIC (PLWH)	7,570
Area Prevalence (PLWH per population)	564
Number of new HIV cases reported last year	0

Table 26 – HOPWA Data**Data****Source:** CDC HIV Surveillance**HIV Housing Need (HOPWA Grantees Only)**

Type of HOPWA Assistance	Estimates of Unmet Need
Tenant based rental assistance	200
Short-term Rent, Mortgage, and Utility	190
Facility Based Housing (Permanent, short-term or transitional)	22

Table 27 – HIV Housing Need**Data****Source:** HOPWA CAPER and HOPWA Beneficiary Verification Worksheet**Describe the characteristics of special needs populations in your community:**

The characteristics of the special needs populations in Memphis include: physically and developmentally disabled; mentally ill; elderly and frail elderly; substance abusers and ex-offenders; very-low income, unemployed and/or low skilled; and victims of domestic violence, abused children and their families

What are the housing and supportive service needs of these populations and how are these needs determined?

- Facility-based housing for persons with AIDS/HIV and their families Transitional housing

- Tenant-based rental assistance Permanent housing and placement Job-training and employment skills In-home services for seniors
- Counseling and case management services Accessibility modifications for disabled and senior homeowners.

The needs are determined by the client in-take procedures used by service providers who request CDBG, ESG, HOME or HOPWA funding via Memphis' competitive grant award process. On-going meetings and consultations with service providers are also means by which needs are determined by service providers.

Discuss the size and characteristics of the population with HIV/AIDS and their families within the Eligible Metropolitan Statistical Area:

The Memphis TGA accounts for the largest number of persons living with HIV/AIDS among the TGAs in Tennessee, and approximately 86% of all PLWHA in the Memphis TGA reside in Shelby County. DeSoto County in Mississippi accounts for the second largest PLWHA population (5.5%) followed by Crittenden County in Arkansas (3.4%).

Of the 7,279 individuals estimated to be currently living with HIV disease at the end of 2014, 49% (n=3,576) of these individuals were classified as AIDS. The overall percentage of persons living with HIV infection stage 3 (AIDS) has gradually increased from 46% (n=2,983) in 2011 to 49% (n=3,576) in 2014. This is due to the effective care, treatment, and lower number of deaths among the PLWHA than new HIV cases each year. The overall percentages of people living with HIV not AIDS is steadily decreased from 54% (n=3,459) in 2011 to 51% (n=3,721) in 2014. This decrease is partly due to overall decreasing of HIV incidence in Memphis TGA 429 new cases in 2011 to 324 new cases in 2014.

Almost 68% of people living with HIV or AIDS in the Memphis TGA are male. The majority is Non-Hispanic Black (82%), followed by Non-Hispanic White (13%) and 3% Hispanic/Latino. Almost 47% of persons living with HIV or AIDS are within the child-bearing range of 13 to 44 years of age. (Source: 2015 Comprehensive Needs Assessment completed by the Memphis Transitional Grant Area (TGA).)

NA-50 Non-Housing Community Development Needs – 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

This section identifies and assesses the non-housing community development needs in Memphis and Shelby County Tennessee. The process by which these needs were identified included a triangulation of several research methodologies (focus groups, one-on-one interviews, archival research, and surveys); which involved an analysis of local economic conditions, with attention placed on the interest of the primary target groups (low-moderate income residents and communities). Representatives from community-based organizations (CBOs), government, planning agencies and other stakeholders weighed-in on local trends and needs.

Modes of outreach consisted on focus groups, interviews and surveys. The targeted outreach was to the broader community, service providers, real estate developers, and governmental staff from the local jurisdiction.

Quality publicly owned amenities in a community offer the support for private ventures and strong neighborhoods. Public and private investment each play an significant part in revitalizing and stabilizing neighborhoods. Public facility improvements send a message to neighborhoods that the City supports an area by reinvesting and creates confidence for private investment. Neighborhood livability and creating and maintaining quality neighborhoods are goals of the city of Memphis. The City of Memphis provides numerous public facilities for its residents. including community centers, libraries, parks, tennis courts, etc.

There is a need for facilities that serve special needs populations and locations to where the populations are located. Priority public facility needs in Memphis are ADA compliant centers for people with disabilities, as well as centers for youth ad seniors within neighborhoods.

How were these needs determined?

The process by which these needs were identified included a triangulation of several research methodologies (focus groups, one-on-one interviews, archival research, and surveys); which involved an analysis of local economic conditions, with attention placed on the interest of the primary target groups (low-moderate income residents and communities). Representatives from community-based organizations (CBOs), government, planning agencies and other stakeholders weighed-in on local trends and needs.

Needs were determined based on a number of methods including public participation through surveys (City of Memphis, Division of Housing and Community Development (HCD), Planning Department, survey), focus groups held by the HCD Planning Department, interviews, and meetings with neighborhood and business associations. The City's Capital Improvement Program (CIP) identifies needs for public infrastructure. Targeted Mayoral task forces and other local division of government, including EDGE,

WIN, and Livable Memphis also included public participation components resulting in identifying needs and priorities.

Describe the jurisdiction's need for Public Improvements:

Public involvement results continually point to the need for infrastructure improvements in the low-moderate income areas of the city. Sidewalks and ADA compliant roadways and curbs, and crime prevention through environment design (CPTED) in particular are frequently in the top tier of needs identified by the constituency (not only for the community at-large; but more specifically vulnerable populations such as the elderly). This includes streetscape, improved roads that would improve the safety for its citizens. However, a shrinking city budget does not allow for all of the needs to be met. Nevertheless, both the city of Memphis and Shelby County are working collaboratively to address many of these. Hallmark to this partnership is one initiative among many.

The City and County have adopted the Mid-South Regional Green Print and Sustainability Plan; a 25-year plan designed to enhance regional sustainability by establishing a unified vision for a region-wide network of green space areas, which serves to address long-term housing and land use, resource conservation, environmental protection, accessibility, community health and wellness, transportation alternatives, economic development, neighborhood engagement, and social equity in the Greater Memphis Area.

How were these needs determined?

Needs were determined through organizations such as Livable Memphis, Memphis Center for Independent Living, Memphis Regional Design Center, Office of Planning and Development, Office of Sustainability and the Mid-South Complete Streets Coalition.

Describe the jurisdiction's need for Public Services:

Public services serve critical needs of Memphis' low and moderate income people. Because of the high poverty rate in the city, the need for public services is great. This includes health providers, homelessness, child care, transportations, family literacy, job/employment training, and education services. Memphis has a significant number of public service agencies serving the needs of low and moderate income people. Yet significant needs have been identified in the area of youth-centered services - to do the high levels of youth homelessness and aging out of foster care, etc.; employment programs/services for ex-felons and occupational youth (18-24); mental health care; and alternative transportation options. Service populations are youth, ex-offenders, mentally-ill person, and families with children.

How were these needs determined?

Needs were identified through the public involvement process in conjunction with consideration of City priorities. Local service providers and research completed by

government agencies, universities and service providers was taken into consideration. Community stakeholders also participated in needs assessment survey.

MA-30 Homeless Facilities and Services – 91.210(c)

Introduction

Subpopulation data includes estimates based on the fact that a percentage of programs do not provide subpopulation data and data is extrapolated in these instances. In addition to the categories in the chart above:

- 11% are reported as domestic violence victims
- 45% indicated some form of disability
- 38% reported substance abuse
- 14% indicated mental illness; and
- 2% reported HIV/AIDS

These statistics are not considered highly reliable given that they are typically driven by the services offered at a particular program. For example, programs in Memphis typically offer recovery services but do not focus on mental illness. Therefore, rates of mental illness are typically under-reported and substance abuse is often over-reported as people seek to qualify for available housing units.

The Subpopulation data will continue to be refined as we prepare for submission of data to HUD this spring. We are manually entering data from some providers that do not participate in HMIS, therefore, the count data is not finalized until all data entry is completed, which we expect in April.

The PIT data indicates a significant reduction in the number of homeless Veterans, (411 in 2012 and 226 in 2015). The heavy investment in resources for homeless veterans as part of the national and local plans to end veteran homelessness appears to be paying

off.

Facilities Targeted to Homeless Persons

	Emergency Shelter Beds		Transitional Housing Beds	Permanent Supportive Housing Beds	
	Year Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	181	0	433	462	0
Unaccompanied Youth	8	0	0	0	0
Households with Only Adults	383	200	746	668	0
Veterans	0	0	145	349	0
Chronically Homeless Households	0	0	0	524	25

Table 40 - Facilities Targeted to Homeless Persons

Data Source

Comments:

Describe mainstream services, such as health, mental health, and employment services to the extent those services are used to complement services targeted to homeless persons

Mainstream Services for homeless persons: The following supportive services are available to most homeless families:

- Health care
- TANF, Food Stamps, and child care
- Dental and vision on a limited basis
- Mental health services on a limited basis
- Substance abuse treatment and counseling
- Employment services on a limited basis
- Legal services
- Domestic violence services
- Limited outreach and engagement
- The following services are still needed:

- Additional employment services
- Additional mental health services and medication assistance
- Additional dental and vision services
- Disability benefit application assistance
- Outreach and engagement
- Additional health services, particularly specialty care and respite care for those who have had surgery

List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.

Each year, among the 77 programs that serve homeless individuals and families in Shelby County, there are various changes. Programs open or close, change service approach or population, and reduce or expand capacity. The following information describes the changes reported in the 2015 Housing Inventory Count (HIC), broken out by service categories, as well as progress on the Mayors' Action Plan to End Homelessness capacity targets.

Emergency Shelter

There are 500 year-round emergency shelter beds reported operating during the 2015 count. The majority of the beds, 318 are designated for households without children, 174 for households with at least 1 child, and 8 beds for households with only children. In addition, there are 32 seasonal and 200 overflow beds. In most cases, the units are fee-based, where the individuals are responsible for paying between \$6 and \$20/day. The Mayors' Action Plan called for 38 additional units of family shelter and between 20 and 60 additional units for single women. In both cases, free shelter for at least 20 days was recommended.

Transitional Housing

There was a slight decrease in transitional housing units in 2015. The Mayors' Action Plan calls for a reduction of 50% in the number of transitional housing units over 5 years based on research questioning the effectiveness of this approach. Specific to publicly funded transitional housing programs, there is one program that will close this year. Funding will be reallocated to a new rapid rehousing program for individuals and families, if federal funding is awarded. The community has adopted a performance-based approach to renewing or reallocating funds. Nonetheless, programs that operate without public funding, typically faith-based recovery programs have continued to open or expand, adding over 100 TH units in the past two years.

Permanent Housing

Research and practice has demonstrated that Rapid Rehousing and Permanent Supportive Housing are critical strategies in ending homelessness – an approach emphasized in the Mayors' Action Plan to End Homelessness. We have made significant progress in expanding capacity in these programs and even more progress is in the pipeline for FY16. A total of 1,383 permanent housing beds were reported in 2015, an increase of 495 beds from 2014. This includes 577 units designated for chronically homeless individuals or families and 535 beds for veterans. The Mayors' Action Plan called for an increase of 391 PSH units for individuals and 101 units for homeless families with children over 5 years.

Adoption of Housing First principles, an Intensive Community Treatment team, and use of the vulnerability prioritization process are having a significant impact. Last year's CoC bonus project, (North Memphis CDC) combined with County-funded wraparound services, is taking many of the most vulnerable individuals off the street.

MA-35 Special Needs Facilities and Services

Introduction

HOPWA Assistance Baseline Table

Type of HOWA Assistance	Number of Units Designated or Available for People with HIV/AIDS and their families
TBRA	65
PH in facilities	31
STRMU	216
ST or TH facilities	46
PH placement	1

Table 41 – HOPWA Assistance Baseline

Data HOPWA CAPER and HOPWA Beneficiary Verification Worksheet
Source:

Including the elderly, frail elderly, persons with disabilities (mental, physical, developmental), persons with alcohol or other drug addictions, persons with HIV/AIDS and their families, public housing residents and any other categories the jurisdiction may specify, and describe their supportive housing needs

A description of the supportive housing and service needs and the availability of those needs for each of the sub-populations follow.

- Elderly/frail elderly need both assisted and independent living housing. Both housing types are licensed by the State of Tennessee as either "assisted care living facilities" or "homes for the aged". In Memphis, there are 14 assisted care living facilities that have 988 beds. Almost all of the assisted care living facilities serve a population whose incomes exceed 80% of adjusted median income (AMI). The homes for the aged total 16 facilities having 182 beds. These facilities are generally small and serve a population whose incomes range less than 50% AMI. A significant gap is noted in the availability of assisted care living facilities that serve a low/moderate income population.
- Persons with disabilities: Persons with mental illnesses are usually dully diagnosed being homeless and abusers of substance/alcohol. While there look to be about 20 or so transitional and emergency shelter facilities available to this sub-population, the large number of persons in this group reflect a gap where the number of facilities need to double. Persons with physical and developmental disabilities are provided housing and supportive services through a host of county, state and non-profit agencies. Residential and housing services are supported both through Memphis' allocation of entitlement grant funding to MIFA, Meritan, Shield, and Case Management, Inc. Few gaps are noted, however, the demand for housing and services exceed the supply.

- Persons with alcohol or other substance abuse problems receive private and public non-profit housing and supportive services via an array of agencies. For those low/moderate income members of the sub-population, the City of Memphis allocates entitlement grant funding to CAAP.
- Public housing residents: Current residents need employment opportunities although the Memphis Housing Authority has programs that provide a resident employment and training center, case management, and a Family Self-Sufficiency Program.

•
Describe programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing

The City of Memphis provides funding to Case Management Inc. to help coordinate the releases of mentally ill patients from Shelby County and City jails. In addition, the Community Alliance for the Homeless facilitates the role of Homeless Referral Center (a program administered by the MIFA) in helping to connect persons returning from health institutions with supportive services and housing. The program was established to provide a single source of up-to-date and readily available information on permanent supportive housing resources.

Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. 91.315(e)

The City of Memphis will undertake the following activities to address the supportive services needs with respect to persons who are not homeless but have special needs:

1. The Food for Kids Backpack program, which provides food insecure children with nutritious and easy to prepare food when other resources such as when free school breakfast and lunch, are not available. Every Friday the Food for Kids Backpack program provided children with six complete meals to enjoy over the two-day weekend.
2. The Strengthening Families for the Future program, which serves women infected with HIV/AIDS and their children who are impacted by the disease. The program focuses on three (3) particular services, including Financial Peace University, Support Groups and Individual Counseling sessions and the Violence Prevention Parent Training Program.
3. The CASA (Court Appointed Special Advocates)'s Volunteer Advocate Training Program trains community volunteers who investigate child dependency and neglect cases with petitions before the Juvenile Court.

4. A homemaker program which addresses the inappropriate institutionalization of many low to moderate income elderly and disabled adults who reside alone and have very little family support. Services include: general cleaning; meal planning and preparation; errand running; escort services to and from medical appointments; laundry services; and some companionship.
5. A psychiatric rehabilitation program that serves mentally ill adults that are 18 years of age and older. The program assists people with mental health disorders by helping them to obtain the skills that are needed to become self-sufficient by providing a program of basic living skills training, education/ recreational activities, job training, job placement, support groups and interpersonal skill training.
6. The Wellness University provides a comprehensive program that also provides extensive educational and training sessions to increase the self-sufficiency of persons living with HIV/AIDS as well as education, and adherence to medical treatment.
7. The YWCA of Greater Memphis's Immigrant Victim's Access to Justice Program offers bilingual legal advocacy services to immigrants with low English proficiency living, who are victims of domestic violence and live in Memphis. The program serves to empower immigrant women to seek safe, independent and healthy lives for themselves and their children. The services include providing access to service in the criminal justice system, crisis counseling, legal advocacy, safety planning, access to emergency shelter, community education, active referrals to relevant social services and support groups.
8. Meritan, Inc. offers employment and job training opportunities to low-income seniors around the age of 55 and older through its "Title V/Senior Community Services Employment Program (SCSEP)". The program serves as a bridge to unsubsidized employment opportunities for participants by way of their community service experience.

For entitlement/consortia grantees: Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. (91.220(2))

Memphis plans to meet the supportive housing and service needs of the population by:

1. funding requests from service providers that propose to develop new permanent supportive housing
2. funding requests from service providers that propose to provide supportive services

3. use HOME and HOPWA funds to provide tenant-based rental assistance to income eligible persons within the Special Needs sub-populations to receive
4. allocate funding from service providers for public facilities that will assist income eligible Special Needs sub-populations

The low incomes of Memphis special needs populations, when considered along with fair market rents support the decision to use HOME funds to provide tenant-based rental assistance.

SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)

Introduction

The following federal entitlement resources will be available during fiscal year 2017 (program year 2016), which begins on July 1, 2016 and ends on June 30, 2017. The Consolidated Plan describes projects and activities that are ongoing and may be funded with prior year funds. The projects on the listing of proposed projects table are only those that HCD plans to spend FY2017 Federal entitlement funds received from HUD and CDBG and HOME Program Income.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of Con-Plan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	6,098,932	1,200,000	0	7,298,932	0	
HOME	public - federal	Acquisition; Homebuyer assistance; Homeowner rehab; Multifamily rental new construction; Multifamily rental rehab; New construction for ownership; TBRA	2,520,902	100,000	0	2,620,902	0	
HOPWA	public - federal	Permanent housing in facilities	3,511,669	0	0	3,511,669	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of Con-Plan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
		Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA						
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	561,939	0	0	561,939	0	

Table 52 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Other resources expected to be available for housing and community development activities include foundations and other private sources, State resources, and other non-entitlement Federal sources. In FY 2017, the City of Memphis will provide General Funds and Capital Improvement Funds that will be used to develop infrastructure, housing, social and economic initiatives. Other sources of revenue may include low-income housing and historic tax credits, New Markets Tax Credits, private-sector equity

investments that will finance redevelopment efforts in conjunction with HOPE VI and other development projects.

During FY 2017, HCD will continue to leverage its federal entitlement dollars through its partnerships with other government agencies, mortgage companies, lenders, and private investors in the implementation of housing and other development projects that will generate additional funds.

HUD requires a match for HOME and ESG funds. The City will require Community Housing Development Organizations (CHDOs) and agencies that receive Emergency Shelter Grant funds to provide their own match with eligible non-federal sources. The competitive grant applications process that HCD uses for entitlement funds, such as CDBG (local community and public services grants), ESG and HOPWA, require commitments from other funding sources.

The City has several economic development programs that use Federal entitlement funds and city funds to leverage additional funds from other sources. The Renaissance Business Center provides business assistance to small, minority, and women businesses. The Center houses multiple services, programs, and agencies to address this goal. The Center also has staff designated to work in target areas to provide information about incentives to existing businesses, work to attract new businesses, and develop a plan for economic opportunities. The Memphis Business Opportunity Fund is a joint venture between the City, banks, home loan banks, and Southeast Community Capital that makes loans up to \$500,000.00 to small businesses. The Contractor's Assistance Program is designed to assist small, minority, and women contract firms by providing assistance with technical assistance, bonding, insurance, and capital.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan.

There are a number of public agencies in Memphis that have or manage publically owned land. These include the Shelby County Land Bank (which oversees properties that have been taken for nonpayment of property taxes) Shelby County government, Memphis City government, Memphis Housing Authority, and HCD. Whether particular properties are pursued is dependent on a particular project's needs. In many cases, nonprofits can access property at reduced cost for activities that support their goals and they make requests for properties directly. As part of major revitalization initiatives, including HOPE VI and Choice Neighborhoods, HCD and MHA in partnership with their development partners evaluates whether there are publicly owned properties that may be available to use as part of the revitalization efforts. In late 2015, a new nonprofit, Blight Authority of Memphis, was established as a property land bank for the city of Memphis. The organization plans to purchase, demolish and clean up blighted properties across the city.

APPENDIX B

This document provides guidance to nonprofit agencies using HUD funding for a project to assist the homeless. The following information will help an agency determine whether someone is eligible to be served by HUD's homeless assistance programs. Documentation described below must be maintained by all Emergency Solutions Grant Sub-recipient agencies and be made available for review by the City and HUD.

CRITERIA FOR DEFINING HOMELESS

Category 1	Literally Homeless	<p>(1) Individual or family who lacks a fixed , regular, and adequate nighttime residence, meaning:</p> <ul style="list-style-type: none"> • Has a primary nighttime residence that is a public or private place not meant for human habitation; • Is living in publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local governments); or • Is exiting an institution where (s) he resided for 90 days or less <u>and</u> who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.
Category 2	Imminent Risk of Homelessness	<p>(2) Individual or family who will imminently lose their primary nighttime residence, provided that:</p> <ul style="list-style-type: none"> • Residence will be lost within 14 days of the date of application for homeless assistance; • No subsequent residence has been identified; <u>and</u> • The individual or family lacks the resources or support networks needed to obtain other permanent housing.

Category 3	Homeless under other Federal statutes	<p>(3) Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who:</p> <ul style="list-style-type: none"> • Are defined as homeless under the other listed federal statutes; • Have not had a lease, ownership interest, or occupancy agreement in permanent housing during the 60 days prior to the homeless assistance application ; • Have experienced persistent instability as measured by two moves or more during in the preceding 60 days; <u>and</u> • Can be expected to continue in such status for an extended period of time due to special needs or barriers.
Category 4	Fleeing/Attempting to Flee Domestic Violence	<p>(4) Any individual or family who:</p> <ul style="list-style-type: none"> • Is fleeing, or is attempting to flee, domestic violence; • Has no other residence: <u>and</u> • Lacks the resources or support networks to obtain other permanent housing. <p>:</p>

RECORD KEEPING REQUIREMENTS

Category 1	Literally Homeless	<ul style="list-style-type: none"> • Written observation by the outreach worker; or • Written referral by another housing or service provider; or • Certification by the individual or head of household seeking assistance stating that (s)he was living on the streets or in shelter; • For individuals exiting an institution – one of the forms of evidence above <u>and</u>: • Discharge paperwork or written/oral referral, <u>or</u> • Written record of intake worker's due diligence to obtain above evidence and certification by individual that they exited institution
Category 2	Imminent Risk of Homelessness	<ul style="list-style-type: none"> • A court order resulting from an eviction action notifying the individual or family that they must leave; <u>or</u> • For individual and families leaving a hotel or motel – evidence that they lack the financial resources to stay; <u>or</u> • A documented and verified oral statement; <u>and</u> • Certification that no subsequent residence has been identified; <u>and</u> • Self-certification or other written documentation that the individual lack the financial resources and support necessary to obtain permanent housing.
Category 3	Homeless under other Federal statutes	<ul style="list-style-type: none"> • Certification by the nonprofit or state or local government that the individual or head of household seeking assistance met the criteria of homelessness under another federal statute; <u>and</u> • Certification of no PH in last 60 days; <u>and</u> • Certification by the individual or head of household, and any available supporting documentation, that (s) he

		<p>has moved two or more times in the last 60 days; and</p> <ul style="list-style-type: none"> • Documentation of special needs or 20 or more barriers.
Category 4	Fleeing/Attempting to Flee Domestic Violence	<ul style="list-style-type: none"> • For victim service providers: An oral statement by the individual or head of household seeking assistance which states: they are fleeing; they have no subsequent residence; and they lack resources. Statement must be documented by a self- certification or a certification by the intake worker. • For non-victim service providers: Oral statement by the individual or head of household seeking assistance that are fleeing. This statement is documented by a self- certification or by a case worker. Where the safety of the individual or family is not jeopardized, the oral statement must be verified; and <p>Certification by the individual or head of household that no subsequent residence has been identified; and</p> <p>Self-certification or written documentation, that the individual or family lacks the financial resources and support networks to obtain permanent housing.</p>

APPENDIX C (Criteria)

EMERGENCY SOLUTIONS GRANT EVALUATION FORM /FY 2018

Proposal No: _____ Applicant _____

Project Title: _____

APPLICANT CAPACITY – 4 points for each question (Maximum 20 points)

- Does the agency have sufficient *qualified staff* to carry out the project?
- Does the agency have a positive record of implementing similar projects?
- Does the agency have capacity for the proposed program vis-a-vis current activities and program commitments?
- Does the agency have adequate fiscal capacity to implement the project?
- Does the agency collaborate with other agencies in serving the homeless?

PROJECT QUALITY – 5 points for each question (Maximum 20 points)

- Are the services and programs to be offered clearly described as well as the specific target population to be served?
- Are the type and scale of services appropriate for the target population?
- Does the project encourage client self-sufficiency & accessing permanent housing?
- Does the application include expected outcomes and specific measures by which the project's success can be assessed periodically?

NEED FOR PROJECT – 7.5 points for each question (Maximum 30 points)

- Are the needs of the target population and the need for the project described well?
- Does the application demonstrate the need for the project?

- Does the project duplicate existing programs and services? If so, did the applicant demonstrate how their services will be different from other service providers?
- Is there a demand for the services? Are there waiting lists, etc.?

OPERATIONAL FEASIBILITY – 7.5 points for each question(Maximum 30 points)

- Does the application contain clear and complete plans for implementing the project?
- Is committed funding adequate for implementation of the proposed project?
- Is the strategy for securing additional support and commitment adequate?
- Are dollar for dollar matching funds available for the ESG request?

TOTAL POINTS AWARDED

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